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AUTHOR	Duffy, Francis M.
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ABSTRACT

This book offers a step-by-step, systematic process for designing high-performance learning organizations. The process helps administrators develop proposals for redesigning school districts that are tailored to the district's environment, work system, and social system. Chapter 1 describes the characteristics of high-performing organizations, and chapter 2 provides a brief history of the current educational reform movement. The four phases of the redesign model are outlined in the third chapter. They include preparing, redesigning, achieving performance and diffusion, and seeking continuous improvement. Chapters 4 through 9 describe in detail various steps of the model's four phases. Chapters 10 through 13 offer ideas and strategies for supporting a redesign project, including change theory, interpersonal and group dynamics, supervision of knowledge work, and working with a consultant. References accompany each chapter. An index is included. Five figures and 41 worksheets are included. (LMI)

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